

Community Action
Programs Inter-City, Inc.
(CAPIC)



Mission Statement

The mission of Community Action Programs Inter-City, Inc. (CAPIC) is to identify and address the needs, problems and concerns of those in poverty and to enable the individually poor to achieve and maintain self-sufficiency.

This mission obligates CAPIC to unite the public and private sectors of the communities of Chelsea, Revere and Winthrop and beyond with a common aim of providing creative programs of affordable housing, job training and particularly educational opportunity. In fulfilling its mission, CAPIC will actively stimulate the creation and promotion of the processes and programs necessary to identify and eradicate poverty. In fulfilling its mission, CAPIC will enable the poor to live in dignity, and ultimately to both achieve and maintain self-sufficiency.



2. Community Profile

unity Action Programs Inter-City, Inc. (CAPIC) delivers anti-poverty services to low-income residents of Chelsea, Revere & Winthrop. In addition to these communities, CAPIC delivers energy services to residents of Melrose and Wakefield. The Housing Assistance Program (HAP) extends its service area (locally) to include East Boston residents. CAPIC is the HAP Region 2 lead agency, providing services through sub-contractual relationships to 22 additional communities. CAPIC's Weatherization Program extends into additional communities as well, through sub-contractual relationships. The demographic information in the Strategic Plan will reflect Chelsea, Revere & Winthrop, which constitutes CAPIC's designated CSBG service area and reflects the largest client population.

The total population of the tri-community area, according to the US Census 2000, is 100,666. Of that population, 20.4% live below the poverty level (a total of 20,549 individuals). Chelsea has the highest percent of individuals living below the poverty level, 30% of the community. However, CAPIC feels this data is conservative, whereas it is only based on Census poverty status data and does not consider or reflect those low-income persons who are working or who are under employed. Many of these individuals and families are not able to cover their monthly expenses and in turn provide basic necessities for their families, and are in fact living in poverty. In addition, based on the US Census 2000, the average median income for the area is \$40,116. Chelsea's median income is \$30,161, Revere's median income is \$37,067, and Winthrop's is \$53,122.

Furthermore, in the tri-community area there are 6,476 children under the age of five. This is 6.4% of the total population. The majority of who cannot afford to pay for childcare services. In fact, an overwhelming **99%** of children living in Chelsea are 125% below the poverty level and qualify for subsidies. Furthermore, there are total of 703 families receiving TANF/TAFDC in Chelsea, 475 in Revere, and 92 in Winthrop. It should also be noted, that the CAPIC Head Start Program places priority on enrolling homeless children. The Program has a long history of working with the Walnut Place Homeless Shelter, which is located in Revere, in the same neighborhood as CAPIC's Head Start Irene O'Connell Center site.

Population:

Ethnic Info. for Chelsea, Revere and Winthrop:

	1990	2000	Change #	Change %
White	77,675	77,498	-177	-0.20%
Black or African American	2,220	4,216	1996	89.90%
Hispanic or Latino (of any race)	10,889	21,942	11,053	101.50%
Mexican	328	1,199	871	265.50%
Puerto Rican	5,088	6,275	1,187	23.30%
Cuban	346	325	-21	-6.00%
Other Hispanic or Latino	5,127	14,143	9,016	175.80%
Am. Indian & Alaska Native	194	324	130	67.00%
Asian	3,101	4,003	902	29.00%

FY '08 CAPIC CLIENT SAMPLE DEMOGRAPHICS:

Total clients served	6,249	
Rent	3,773	60%
Own home	314	.5%
Hispanic	1,587	25%
White/non-Hispanic	2,266	36%

Receive Social Security & SSI	2,127	34%
Receives Food Stamps	1,685	27%

Community Demographics:**CHELSEA**

According to the US Census 2000, the City of Chelsea has a total population of 35,080. Of the 35,080 persons living in this city, a total of 17,617 or 50.2% are male with 17,463 or 49.8% being female. The median age in Chelsea is 31.3. Based on the US Census 2000 Report, 57.9% (20,328) of Chelsea's total population is white. 48.4% (16,984) of the population is of Hispanic or Latino origin, while 7.3% (2,544) is African American and 4.7% (1,647) is Asian.

The largest group of Chelsea residents is 25-34 years of age, representing 19% of the total population, with 35-44 years representing 15.6% of the population. Individuals eighteen years or older comprise 70% of the population. In addition, there are 2,829 persons under the age of five, consisting of 8% of Chelsea's population, 2,915 persons ages five to nine, consisting of 8.3% of Chelsea's population, 2,497 persons ten to fourteen years of age, consisting of 7.1% of the city's population, and 2,259 persons fifteen to nineteen years of age, consisting of 6.4% of the population. In total there are 10,500 persons between the ages of one and nineteen living in Chelsea, representing 30% of the city's population. This number exceeds the 25-34 year old age bracket, and is in fact the largest group living in the city. Within the City of Chelsea there are 11,888 total households. This is a slight increase from the US Census 1990, in which there were 11,574 households. According to the US Census 2000, there are 2.87 persons per household. There are 7,614 family households with an average family size of 3.50. According to the US Census 2000 Chelsea is comprised of 4,843 households with individuals under the age of eighteen. Furthermore, there are 10,354 individuals and families living below the poverty level in Chelsea. This number reflects 29.5% of the total population of the City.

According to the Massachusetts Division of Career Services and Division of Unemployment Assistance, in 2007 Chelsea had a 6.2% unemployment rate, slightly higher than the statewide rate of 4.5%. The Massachusetts Department of Education reports that during the 2007-2008 school year 86.8% of children enrolled in Chelsea Public Schools were low-income; far exceeding the statewide average of 29.5%. Furthermore, the Department reports that 18.8% of youth enrolled in public schools had a limited English Proficiency. The dropout rate was 8.1%, more than double that of the state average of 3.8%. Also, only 28% of high school graduates plan to attend a four-year college.

REVERE

According to the US Census 2000 the City of Revere has a total population of 47,283. Of the 47,283 persons living in this city, a total of 24,421 or 51.6% are female with 22,862 or 48.3% being male. Based on the US Census 2000, 84% (39,884) of Revere's total population is white. 9.4% (4,465) of the population is of Hispanic origin, while 3% (1,364) is African American, and 6% (2,674) is Asian. There are 2,741 persons under the age of five, consisting of 5.7% of Revere's

population, 2,759 persons five to nine years of age, consisting of 5.8% of the population, 2,897 persons ten to fourteen years of age, representing 6.1% of the city's population, and 2,543 persons fifteen to nineteen years of age, consisting of 5.4% of the population. In total there are 5,440 persons between the ages of ten and nineteen living in Revere. This number reflects 11% of the total population. In total there are 8,199 persons between the ages of five and nineteen living in Revere, representing 17.3% of the City's population. This number reflects the largest group living in the City. Within the City of Revere there are 19,463 total households. This is an increase (approximately 11%) from the US Census 1990, in which there were 17,438 households. According to the US Census 2000, there are 2.41 persons per household. There are 11,865 family households, with an average family size of 3.09. The total number of family households also represents an increase from 1990 in which the US Census reported that there were 11,151 family households in the City. In addition, Revere is comprised of 5,506 households with individuals under the age of eighteen. In Revere, there are 19,463 total households. This is an increase of 11% from the US Census 1990.

According to the Census 2000, there are a total of 8,962 individuals and families living below the poverty level. This number reflects 19% of the total population of the City. According to the Massachusetts Division of Career Services and Division of Unemployment Assistance, in 2007 Revere had a 5.3% unemployment rate, slightly higher than the statewide rate of 4.5%. It should be noted that this is a decrease since CAPIC's last strategic plan. However, the Massachusetts Department of Education reports that during the 2007-2008 school year 62.3% of children enrolled in Revere Public Schools were low-income; far exceeding the state average of 29.5%. This is an increase from the previous strategic plan where 52.9% of youth were low-income. Furthermore, the Department of Public Health reports that 20.3% of Revere youth ages 12-17 are living below the poverty level. Of the surrounding communities Revere boasts the highest number of female heads of household, at 4,067. Of this total, 2,710 are female householders with no husband present, and 1,357 are female householders with children under the age of eighteen. The Massachusetts Department of Education reports that during the 2007-2008 school year 10.2% of youth enrolled in Revere Public Schools had a limited English Proficiency. Furthermore, the dropout rate for Revere was 7.7%, almost double the state average of 3.8%. However, 49% of graduates plan to attend a four-year college.

WINTHROP

According to the US Census 2000 the Town of Winthrop has a total population of 18,303. Of the 18,303 persons living in this city, a total of 9,695 or 53% are female with 8,608 or 47% being male. The median age in Winthrop is 39.9. Based on the US Census 2000 Report, 94.4% (17,286) of Winthrop's total population is white. 2.7% (493) of the population is of Hispanic or Latino origin, while 1.7% (308) is African American, and 1.1% (210) is Asian.

The largest group of Winthrop residents is 35-44 years of age, representing 17.7% of the total population, with 25-34 years representing 15.4% of the total population. Individuals eighteen years and older comprise 79.3% of the population. In addition, there are 906 persons under the age of five, consisting of 5% of Winthrop's population, 947 persons five to nine years of age, consisting of 5.2% of the population, 1,020 persons ten to fourteen years of age, representing 5.6% of the city's population, and 900 persons fifteen to nineteen years of age, consisting of 4.9% of the population. In total there are 2,867 persons between the ages of five and nineteen living in Winthrop, representing 16% of the city's population.

Within the Town of Winthrop there are 7,843 total households. According to the US Census 2000, there are 2.30 persons per household. There are 4,584 family households, with an average family size of 2.98. In addition, Winthrop is comprised of 1,988 households with individuals under the age of eighteen, and 2,145 households with individuals 65 years and older. According to the US

Census 2000, there are 1,233 individuals and families living below the poverty level in Winthrop. This number reflects 6.7% of the total population. According to the Massachusetts Division of Career Services and Division of Unemployment Assistance, in 2007 Winthrop had a 4.3% unemployment rate, consistent with the statewide average of 4.5%.

The Massachusetts Department of Education reports that during the 2007-2008 school year 23.4% of children attending Winthrop public schools were low-income with only 3.1% having limited English Proficiency, far below the state average of 5.8%. The Winthrop High School's drop out rate was 6.4%, almost double that of the state average of 3.8%. It is important to note that this is an alarming increase from the previous strategic plan where Winthrop boasted a 0% drop out rate. On a positive note, 69% of high school seniors plan to attend a four-year college.



3a. Community Needs Assessment

CAPIC conducted an extensive Community Needs Assessment in preparation for the Three Year Strategic Plan, FY '09-'11. The process relied on both primary and secondary data to determine need and community priority issues.

The Planning Committee decided to incorporate the survey tool used in its FY '06 process. The Committee made some edits to the survey tool and included some new questions; a total of 47 'yes/no' questions were asked. The edits to the previously used tool allowed the agency to capture new data while also enabling the Planning & Development Committee to compare baseline data for ten (10) years of service.

The survey was comprised of 2 components, a cover page asking the client to tell us "their story", followed with a series of 47 'Yes/No' questions. The first page of the survey captured age, education level, income, housing situation and greatest barrier in life, etc., while the second page helped us understand the specific issues facing both clients and the community as a whole.

Over 2,000 bi-lingual surveys were sent out to the communities we serve (Chelsea, Revere & Winthrop), representing a large random population and reasonable representation of client base (giving the agency a 95% confidence level in data collected). For the first time, the Needs Assessment was also available on-line through the agency's website. Close to 400 completed surveys were returned to the agency and used in data collection (representing 20% return).

The surveys were registered into a computer program by the Planning and Development staff. Once computed, the data was presented to the entire Planning Committee in a concise format. The information gathered was analyzed with secondary data, such as US Census information, Department of Education data, crime statistics, health reports, local community forums, Mass General Hospital publications, the Massachusetts' Self-Sufficiency Standard, and the Department of Public Health data.

FINDINGS:

It became very clear that the biggest issue facing CAPIC clients was lack of income with 40% of clients responding that this was their greatest problem. This response, of course, can cover many other issues preventing respondents from becoming self-sufficient. Issues around obtaining and retaining income can include barriers to employment, education, stable housing, safety issues etc.

Health issues were the second greatest problem area facing CAPIC clients (24% of respondents choosing health). This includes mental and physical health issues.

Issues around housing was a clear problem as well, 20% of respondents said that housing or the lack of safe, affordable, and permanent housing was their greatest problem. This is also evident by the response to questions 50-54 of the survey (see Housing section below).

GREATEST BARRIER	CAPIC RESPONDENTS
Income	40%
Health	24%
Housing	20%
Transportation	10%
Employment	12%
Mental Health	11%

Education	10%
Citizenship	4%
Literacy	2%
Other	4%
Safety	2%
Discrimination	2%
Domestic Abuse	1%
Substance Abuse	.6%

EDUCATION:

According to CAPIC's FY '09 Community Needs Assessment 52% of respondents said they had a high school diploma, 2% less than in FY '06, which does not reflect much progress. However, an overwhelming 42% of CAPIC's total client base reported that they do not have a high school degree and/or did not finish grade school. In addition, 36% of FY '09 respondents indicated they would be interested in attending college or job training, a 4% increase from the FY '06 survey. Only 55% of CAPIC's client database have a high school degree/GED. Close to 20% of Chelsea's residents, over the age of 5, do not speak English well.

Education	Chelsea %	Revere %	Winthrop %	State %
Less than High School	40.5	23.3	10.0	15.2
High School Graduate	30.1	40.4	31.1	27.3
Some College	19.4	22.8	29.9	24.3
College Grad plus	10.0	13.5	29.0	33.2

** Based on 2000 US Census*

In addition, drop out rates are higher in Chelsea and Revere than the state rate. According to the MA Department of Education, Chelsea has an 8.1% drop out rate, Revere has a 7.7% drop out rate, and Winthrop has a 6.4%. All of which are significantly higher than the state's 3.8% rate. It should also be noted that only 14% of Chelsea High School Seniors plan to attend a 4-year college, while 25% of Revere High School Seniors plan to attend a 4-year college, and 47% of Winthrop High School Seniors plan to attend a 4-year college.

All students within the Commonwealth of Massachusetts must attain the Competency Determination (CD) as a condition for high school graduation. Earning the CD means that the students meet the grade 10 standard in English, Language, Arts and Mathematics. Chelsea had far fewer students earning Competency Determination (CD) on the recent MCAS testing as compared to the statewide average, as seen in the chart below. Revere and Winthrop were consistent with the state average. This is progress for Revere students since the last strategic plan, where they were below the state average.

MCAS Report on the Progress of the Classes of 2008 and 2009

District	Class	# Earning CD	% Earning CD
Chelsea	2008	245	86%
	2009	257	77%
Revere	2008	313	95%
	2009	359	93%
Winthrop	2008	93	95%
	2009	125	93%

State	Class	# Earning CD	% Earning CD
	2008	66,241	94%
	2009	66,431	90%

EMPLOYMENT & INCOME:

It is disturbing that the majority of CAPIC clients live between 75% and 100% of the poverty level. In the FY'08 Community Needs Assessment 52% of respondents indicated that their annual income is between \$1,000 and \$20,000. An overwhelming 67% indicated that their annual income is between \$1,000 and \$30,000. Many of these clients are unemployed or underemployed and lack the skills and resources necessary to obtain and maintain long-term employment.

The working poor population continues to increase as the cost of living, transportation, food, and home heating continues to escalate. It is very clear that the majority of CAPIC clients are not earning enough or maintaining consistent employment to make ends meet.

Unemployment	Chelsea %	Revere %	Winthrop %	State %
Persons not employed	6.2 (818)	5.3 (1,185)	4.3 (413)	4.5

* Based on Massachusetts Dept. of Workforce Development 2007 data

Income	Chelsea	Revere	Winthrop	State
Per Capita Income	\$14,628	\$19,698	\$27,374	\$25,952

* Based on 2000 US Census.

*Per capita income is defined as total income of an area divided by the total population of an area.

Poverty	Chelsea %	Revere %	Winthrop %	State %
Persons below 200% poverty	47.7 (16,196)	31.3 (14,699)	15.5 (2,810)	21.7

* Based on 2000 US Census

CAPIC's client base falls well below the self-sufficiency standard for Suffolk County, which includes Chelsea, Revere and Winthrop. Below is a sampling of different family compilations and the annual income needed to meet expenses and be self-sufficient.

Self-Sufficiency Standard for Boston 2006 (Suffolk County-Chelsea, Revere, Winthrop)

Monthly Costs	Adult	Adult + preschooler	Adult + infant + preschooler	2 Adults + preschooler + school age
Housing	\$1111	\$1304	\$1304	\$1304
Child Care	0	\$1003	\$1490	\$1490
Food	\$231	\$349	\$522	\$718
Transportation	\$71	\$71	\$71	\$142
Health Care	\$131	\$326	\$343	\$387
Miscellaneous	\$154	\$305	\$373	\$404
Taxes	\$458	\$925	\$1009	\$996
Earned Income Tax Credit (-)	\$0	\$0	\$0	\$0
Child Care Tax Credit (-)	\$0	\$-50	\$-100	\$-100
Child Tax Credit (-)	\$0	\$-83	\$-167	\$-167
Self-Sufficiency Wage Hourly	\$12.25	\$23.58	\$27.53	\$14.70
Monthly	\$2,156	\$4,150	\$4,844	\$5,175
Annual	\$25,874	\$49,797	\$58,133	\$62,095

HOUSING:

Housing, an overwhelming problem for many years, continues to challenge CAPIC and its clients. The face of homelessness continues to change and the problem becomes more and more difficult to address with diminishing funds, lack of affordable housing, the increase in home heating, gas, and food costs, and the continuous rise of fair market rents. 60% of survey respondents indicated that they pay more than 50% of their monthly income on rent or mortgage payments. This number is 7% higher than in FY '06. However, 56% of survey participants live in permanent housing. This date reflects a 7% increase since FY '06. It is important to note that only 24% live in public housing. This again is an increase (5%) from FY'06, however it is still an alarming figure when compared to the income levels reported by clients. According to CAPIC's Client Tracking system, over 60% of CAPIC's clients rent and do not own housing stock.

The available housing stock in the tri-community area is modest, average of 3.3% as apposed to an average 10% national figure, making finding available safe housing difficult, let alone securing safe, **affordable** housing for people on fixed incomes paying far more than 50% of income on housing expense. Nationally, an average of 67% of US citizens own their home, a much higher rate than the 38.9% of Chelsea residents who are homeowners.

	Chelsea		Revere		Winthrop	
	#	%	#	%	#	%
Total Housing Units	12,337	100	20,181	100	8,067	100
Occupied Housing Units	11,888	96.4	19,463	96.4	7,843	97.2
Owner Occupied Units	3,440	28.9	9,722	50.0	4,170	53.2
Renter-Occupied Units	8,448	71.1	9,741	50.0	3,673	46.8
Vacant Housing Units	449	3.6	718	3.6	224	2.8

**According to US Census and HUD data.*

Not only are vacant housing units scarce, most housing structures have been built prior to 1959 and are in need of repairs, de-leading and updating. In fact, a large portion of housing units in Chelsea, Revere and Winthrop were built prior to 1939.

Community	% of housing units built prior to 1939	% of housing units built prior to 1959
Chelsea	42.3%	64.8%
Revere	33.6%	55%
Winthrop	59.8%	80%

A large segment of CAPIC's client population is comprised of elders (65+) as well as single female heads of household. The chart below depicts the percentage, community-wide, of these populations living in poverty.

Living Arrangement	Chelsea %	Revere %	Winthrop %	State %
Age 65+ living alone and below 100% of poverty	31.9	19.2	12.4	17.7
Single parent households, living below 100% of poverty	39.2	33.4	13.8	27.8

** Based on 2000 US Census.*

** Both categories: Percent is based on given count of persons in which poverty status is determined.*

PUBLIC SAFETY:

Total crime in Massachusetts increased by 0.7% between 2005 and 2006. This data is based on annual report of crime statistics reported by the Massachusetts State Police, Crime Reporting Unit.

Violent crime declined by 2.9% in the time period:

- Murder increased by 4.5%
- Rape declined by 0.6%
- Robbery increased by 2.7%
- Aggravated assaults declined by 5.4%

Property crime increased by 1.4%:

- Burglary increased by 1.3%
- Larceny increased by 2.7%
- Motor vehicle theft declined by 5.1%

The incidence (as reported) of violent crimes slightly decreased in Revere from 2005 to 2006. However, in Chelsea and Winthrop there were increases in violent crimes for the same time period. The incidence of property crimes increased by 9% in Chelsea. During the same time frame Revere saw an 18% decrease in property, and a 15% decrease in total crimes. This can be attributed to enhanced community policing and surveillance of high-risk crime locations within the City by the police department. As depicted below Winthrop saw significant increases in crime. There was an overwhelming 56% increase in total crimes from 2005-2006 and an alarming 79% increase in violent crime and a 47% increase in property crimes. Aggravated assault was also up by 82% in Winthrop. This data is alarming. CAPIC recently forged a solid partnership with the Winthrop Police Department and in the next three years will work closely with the Department to examine this data, identify the causes of crimes, and work together to develop solutions, so as to ensure a safe community for all Winthrop residents.

Community	Total Crimes			Violent Crimes			Property Crimes		
	2005	2006	% Diff	2005	2006	% Diff	2005	2006	% Diff
Chelsea	1,800	1,918	+6.2	585	587	+.3	1,215	1,331	+9
Revere	2,117	1,796	-15.2	302	256	-15.2	1,815	1,540	-18
Winthrop	96	220	+56	14	66	+79	82	154	+47
STATE			.7%			-2.9%			1.4%

**MA State Police Crime Reporting Unit stats.*

The overall decreases in crime, even if at times slight, have had an impact on community safety and residents perception of their safety and law enforcement. Since the previous survey in FY'06, CAPIC clients report a more positive view and relationship with law enforcement. 73% of respondents said they feel safe in their neighborhood, this represents a 5% increase from FY '06. Furthermore, in FY'06 82% of respondents who had to call police for assistance did not feel that the police quickly enough, where as in FY'08 only 24% of respondents who called the police for assistance did not feel that the police responded quickly enough. This is a difference of 58%. And 54% of all respondents are satisfied with their community police department while 46% of clients reported that they were not satisfied with their community police department in FY'06. This can be attributed to CAPIC's solid working relationship with the Revere Police Department and it's continued work on law enforcement and community policing grant applications and initiatives.

3b. Internal Needs Assessment

The Planning & Development Committee, in collaboration with the Management Team, reviewed and edited the previously used Internal Needs Assessment tool. Upon being revised the tool was distributed to all CAPIC employees. The committees wanted the information that was gathered and shared to both improve employee satisfaction and job performance as well as improve service delivery to ultimately improve the lives of those served by the agency, promoting self-sufficiency agency-wide.

The survey tool asked 33 questions ranging from satisfaction with employment at CAPIC to identification of chronic client problems. Surveys were distributed in employee checks and were given back to Program Directors, anonymously if desired.

Results were then collected and analyzed by the Agency Planner, eventually shared with the Planning & Development Committee as well as agency Administration. Results are extremely beneficial in analyzing current agency strengths and weaknesses. On-going analysis of this assessment tool will aid in the development of policies, strategies and service delivery methods throughout the Agency.

FINDINGS:

Employees identified the following as the barriers facing our clients, listed by category by area most often cited as a need among clients down to the least mentioned need, but still cited regularly on Internal Needs Assessment.

BIGGEST NEED	2ND BIGGEST NEED	3RD BIGGEST NEED
1. Housing	Education & training	Food & basic necessities
2. Child Care	Housing	Income
3. Income	Employment	Food & basic necessities
4. Fuel Assistance	Rental Assistance	Education
5. Basic Needs	Housing	Immigration Issues

Collectively the biggest barrier employees felt clients struggled with were housing issues, to be deemed the #1 priority for CAPIC during the next three years.

Here is the data, collectively, among employees along the areas of need:

1. **Housing –47% ranked this as a need**
2. **Child Care-43%**
3. **Meeting Basic Needs (including fuel needs) -37%**
4. **Education-27%**
5. **Employment-23%**
6. **Income-13%**
7. **Domestic Violence-10%**

Important to note that education, employment, and income can be interconnected. Collectively they represent 63% of the responses, either as greatest, 2nd greatest, or 3rd greatest need among clients.

As in past strategic planning years, employee input was extremely helpful because of their experience with case management services and chronic client problems. Their perspective captures what some clients themselves cannot recognize as a barrier. It is often an overwhelming situation when a client is face to face with a case worker, a difficult time to identify specific areas of need or particular barriers keeping one from maintaining or attaining self-sufficiency.

Employees were also asked to identify areas of service not being provided (or insufficiently being provided) in the community. The following areas were most commonly stated:

1. **Extended day care/child care services**
2. **Housing prevention services**
3. **Budget counseling**
4. **Development of affordable housing**
5. **Food resources/Food Stamps**

A scan of the internal and external environment is an important part of the strategic planning process. Environmental factors internal to the agency can be classified as strengths and weaknesses. The Internal Needs Assessment was useful in CAPIC's self-analysis as an agency.

Discoveries include both agency strengths and weaknesses.

STRENGTHS:

- 100% of CAPIC respondents said they know and understand CAPIC's Mission
- 98% believe CAPIC is fulfilling its mission

- 84% believe they have seen an improvement in CAPIC's delivery of service since their date of hire
- 86% understand the role of the Board of Directors
- 100% care a great deal about their quality of work
- All programs were known about by all employees, level of detail varying
- Respondents indicated a working relationship with a long list of community based organizations, covering many different areas of expertise
- Dedication of staff and colleagues cited most often in narrative as agency's greatest strength

WEAKNESSES:

- 44% of respondents have not seen an improvement in CAPIC employee benefits since date of hire, up 7% from the last strategic plan
- 53% do not feel that CAPIC compensation practices are fair
- 35% of employees stated that they feel a salary increase is necessary to keep up with rising living costs. Better wages was also cited most often as the tool necessary to promote work
- Increased communication between programs and among staff within each program was also seen as a weakness within the agency
- Insufficient funding for programs, staffing, and equipment and supplies was cited numerous times as weaknesses within the agency

CAPIC will work to overcoming cited weaknesses, using this as an opportunity to promote better service delivery. Increased communication, including regular intra-net emails, staff meetings and agency newsletter, will be used to strengthen collaboration among programs. In addition, CAPIC will look for additional funds to increase salary, compliment the agency's benefits package, as well as increase programming.

3c. Board Self-Evaluation Survey

CAPIC incorporated a new component in their Community Needs Assessment in preparation for the Three Year Strategic Plan, FY '09-'11. CAPIC utilized a Board Self-Evaluation Survey tool, to determine the Board's knowledge of its role, knowledge of the agency (programs, services, mission), and its judiciary responsibilities. This information is an important piece of the overall analysis of the agency and its strengths and weaknesses. The Agency Planner and the Deputy Director, in collaboration with the Planning & Development Committee developed the Board survey tool

The Board Self-Evaluation Survey Tool was comprised of a total of 22 questions. Board members were asked to anonymously (if desired) fill out the survey and return it to the Executive Director. The survey reflected members involvement with the agency, their relationship with the Executive Director and other board members, participation in meetings and the decision making process for the Agency, and members satisfaction of being on the board. The following are some of the "discoveries" of the survey. Overall, the findings were positive.

STRENGTHS

- 100% of board members find their experience serving on the board to be a satisfying and rewarding experience
- 100% of board members understand and support CAPIC's mission
- 100% respect the confidentiality of the board's executive decisions
- 100% of board members are knowledgeable of CAPIC's programs and services
- 100% report that they have a good working relationship with the Executive Director and other board members
- 100% report that they volunteer to further the agency's mission



4. Service Delivery System

delivers services to eligible area residents through a direct caseworker model. Last year 6,153 units of service were delivered to 4,542 clients locally; this does not include regional units of service delivered.

CAPIC's service delivery area has grown substantially since its last Strategic Plan. CAPIC has expanded its service delivery area beyond Chelsea, Revere and Winthrop to include over 30 additional communities through its lead agency role in several major grants. Through its Housing Assistance Program CAPIC administers housing search services via sub-contractors throughout the Department of Transitional Assistance Region 2; communities served are: Chelsea, Revere, Winthrop, East Boston, Cambridge, Arlington, Burlington, Lexington, Melrose, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester, Woburn, Belmont, Lincoln, Framingham, Newton, Waltham, Watertown, Charlestown, Somerville, Everett, Malden, and Medford.

Low-income families and individuals are treated with respect and dignity and are encouraged to think about long-term goals in all CAPIC Programs. CAPIC delivers services that address the mission of Community Action. Since the submission of our last Community Action Plan the agency continues to promote the philosophy of self-sufficiency in our programs and with clients. The commitment to promoting self-sufficiency in daily work is evident through the growth and further development of the Self-Sufficiency program, using the Scales & Ladders tool CAPIC helped develop on a statewide level.

With close to a \$9 million dollar operating budget, CAPIC is able to offer a variety of crucial benefit programs and promote long-term changes in the communities served.

Services are delivered through CAPIC's Programs and Administrative Office, broken down here by CSBG workplan service categories. All activities address one or more priority area identified throughout the strategic plan process. **Highlighted** areas indicate new program/activity or significant growth in service delivery since last Community Action Plan.

Self-Sufficiency:

Program	Activity
Self-Sufficiency Program	Provide long term case management services promoting long-term self-reliance

Employment Services:

Program	Activity
DTA Community Service	Place DTA recipients at CAPIC sites for skills training
Head Start & Summer Youth	Provide On the Job training
Summer Youth OJT	Collaborate with Massport to provide on the job training for youth

Education & Literacy Services:

Program	Activity
Family Network	Support services to families w/ children age 0-4yrs., including ESL, playgroups, & parenting workshops
Administration-Scholarships	Award 2 scholarships annually
CSBG Special Projects Scholarship	Award 10 scholarships

Housing:

Program	Activity
Housing Assistance Program (HAP)	Provide housing search/prevention assistance to homeless and at-risk clients (locally as well as administer HAP Region 2)
HAP Stabilization Component	Provide stabilization services to placed families to maintain tenancy

Health Services:

Program	Activity
Head Start	Provide nutrition counseling & follow-up to enrolled children
Health Advisory	Analyze local health needs and participate in local activities around identified issues
CFNP	Provide extensive case management services to targeted households dealing with chronic health and nutrition issues

Emergency Assistance:

Program	Activity
Crisis Intervention	Provide counseling re: Domestic Violence issues
HAP Clothing Distribution	Distribute clothing to those in need of basic necessities
Critical Service Vouchers	Provide voucher assistance for emergency needs

Energy Assistance:

Program	Activity
Fuel Assistance (LIHEAP)	Provide assistance with heating expenses
Weatherization	Provide energy conservation services, improve thermal efficiency
HEARTWAP	Maintain, repair & replace heating systems
Utility Partnerships	Collaborate w/ utility companies to provide conservation services

Youth & Family Development:

Program	Activity
Head Start	Early childhood classroom instruction for 246 children
Child Development Center	Pre-school child care for 60 children
Infant/Toddler Classrooms	Provide child care for 7 infants and 18 toddlers
After School Program	After school care & activities for 65 children

Linkages:

Program	Activity
Chelsea City Wide Summer Camp	Provide summer camp activities to area 130 youth
Public Safety Activities	Prepare grants for Revere Police & Wakefield Police Depts., administering some grants & activities for Revere Police Dept.
Responsible Payee Program	Provide services to Social Security recipients
Program Development	Implement new activities and programs as needed with available resources to meet changing needs
Coats for Kids	Distribute over 200 donated coats to needy families

CAPIC maintains a small administrative staff, consisting of an Executive Director, Deputy Director, Human Resource Manager and a Fiscal Department comprised of 3.5 FTEs. Fewer administrative positions means less overhead cost and more resources for direct services. The Executive Director supervises Senior Managers, meeting monthly to discuss pertinent programmatic issues. Program Directors supervise their own staff (some larger than others). Flow of communication and level of responsibility is made clear with the use understood through a clear organizational chart (see attached).

CAPIC employs over 100 people annually. Programs are managed in a very cost-effective manner. The sharing of resources from program to program, such as personnel, equipment, software, hardware, and information infrastructure helps keep expenses down as well as promote and improve collaboration on many levels.

Location of programs is very important; they need to be accessible and central. CAPIC Administrative offices, Housing Assistance Program, Energy Programs and Information Technology Department are housed in CAPIC's main office in Chelsea. Head Start administrative offices are

located in the new state of the art Center, which opened in Chelsea in September 2004, housing both classrooms and the Family Network Program as well. Additional Head Start classrooms are located in Revere and Winthrop in very community friendly locations. The After School Program has its office space in the school housing its classrooms. However, the classroom space is no longer optimal and regular building problems has impacted delivery of programming. Therefore the program is scheduled to move in September 2005 to a new site with increased classroom capacity. CAPIC's preschool classrooms, infant/toddler classrooms and administrative offices and are all located in the same site, an improvement since the last Community Action Plan. The center has been renamed the Child Development Center and is looking to increase capacity size as well.

CAPIC saw the need to centralize both the Head Start Program and the Child Development Center. We feel this will have a positive impact on the program, the agency and the community.

Although each program functions independently all identify as being part of a larger entity trying to eradicate poverty in a holistic approach. Programs work together regularly on both individual/family needs as well as issues facing the community at large.

Monthly, CAPIC's Board of Directors meets to establish policy that will move the agency toward its mission and three year vision. In addition, there are regular Management Team meetings, bringing all Program Directors together to address universal needs. There is also as a Planning & Development Committee that meets monthly bringing together front line staff with managers to discuss agency, program and community issues. CAPIC's team approach helps better serve clients.

All CAPIC programs have some case management component. Some programs are more direct benefit driven whereas others have an extremely comprehensive case management component. Either way, a client is either referred to a CAPIC Program by an outside agency or through an internal referral system. Once the client has been referred, a caseworker is assigned to the case and an assessment/intake is done determining need. Client eligibility is considered at this time, looking at both immediate available resources and the possibility of referring the client to other programs. Referrals are made both internally and externally in the community.

A case profile is established and committed to the Client Tracking System, CAPIC's case management database system. Once a client has been entered into the Client Tracking System a permanent file is established and a history of the client is built from this initial point of contact, accessible by all CAPIC Programs.

Once an intake, assessment and case file are complete the client either receives direct benefit (LIHEAP, Weatherization, Emergency Vouchers, and/or Child Care Voucher) or direct case management services (Housing Assistance Program (HAP), Head Start, Child Development Center, Self-Sufficiency/Domestic Violence Counseling, Public Safety activities, Responsible Payee Program and/or Family Network). Caseworkers then work closely with clients, seeking supervisory assistance when needed, in moving clients toward self-sufficiency. Case management services vary from program to program. Head Start Advocates work closely with families around child rearing issues, health, nutrition and parenting skills, where HAP staff concentrate more on prevention and tenancy skills, budgeting and related housing issues. Regardless of approach, all programs share the goal of improving the conditions in which low-income people live, promoting self-sufficiency.

After delivery of service, follow-up on client status is conducted. Extent of follow-up depends on disposition of case and parameters of program. HAP follows the progress of a placed family for 12 months, ensuring maintenance of tenancy. Follow-up is vital in preventing clients from following pattern of need.

A client file is maintained in the Client Tracking/Data Collection database, allowing for easy case disposition. The system prevents the client from having to share basic information again with the agency, a sometimes tedious and intrusive task for program recipients. Should a client need services 2 years from original intake date, the caseworker can easily access client profile and already understands

past needs and can concentrate on identified problem areas. This additional information at the time of intake proves invaluable in breaking the chronic pattern of certain “repeat” clients, clients that continually need CAPIC services.



5. Goals and Strategy Development

Throughout the Community Action Plan process discussion about the long-term responsibility the agency has to low-income people has coincided with the emphasis on Results-Oriented Management Accountability, also known as Outcome-Based Management. Under the new strategic plan CAPIC will organize and measure activities and results under the National Indicators of Community Action Performance.

The Planning & Development Committee, Agency Planner, Deputy Director, Program Managers, staff, and the Board of Directors remained focused on the development of three-year goals and strategy development, specifically identifying priority areas. The determination and designation of priority areas was driven by much research, analysis of both primary and secondary data as well as meaningful discussions. National Goals and Outcome Measures have become an integral part of CAPIC's internal and external assessment semi-annually, the transition to National Indicators was smooth based on the adoption of ROMA agency-wide. Board members are continually updated on ROMA, its results, and the positive impact outcome-based management has on programs attaining goals.

CAPIC's Board Members reviewed the final draft of CAPIC's Strategic Plan during a special committee meeting. Initial development of strategies and activities have been outlined below, however, pattern of policies, on-going decisions and future resource allocations to produce desired three year results will be addressed in monthly Board meeting agendas, as has been done in the past.

Workplan activities for each program year will be chosen under the following priority areas. Activities will be carried out under the direction and guidance of CAPIC's Board of Directors.

IDENTIFIED PRIORITY AREAS:

- HOUSING
- CHILD CARE
 - TO INCLUDE YOUTH SERVICES
- HEALTH
 - ACCESS
 - NUTRITION
 - MENTAL HEALTH
- EDUCATION & TRAINING
 - TO INCLUDE EDUCATION & JOB TRAINING OPPORTUNITIES
- EMPLOYMENT & INCOME
- BASIC NEEDS (FOOD, HEAT, ETC.)

There are many issues and sub-categories underlying each priority area. CAPIC has experience in all areas, admittedly more in some than others. In order to sufficiently respond to all designated priority areas CAPIC will seek support from community agencies, partners, and other local resources to strengthen service delivery where needed (see Linkages section).

HOUSING ISSUE:

As in many other parts of the Commonwealth of Massachusetts, there continues to be an ever-increasing housing crisis in Chelsea, Revere, and Winthrop. The availability of new affordable housing stock is extremely limited as fair market rents continue to rise and there remains a lack of available subsidized housing units. This is only compounded by the decrease in crucial resources for low-income families. In the FY'08 Community Needs Assessment 60% of respondents indicated that they spend more than 50% of their income on their monthly rent. Furthermore, home foreclosure rates continue to rise in both Chelsea and Revere. In fact, in recent months Revere was ranked 9th in the state for home foreclosures. In the FY'08 Internal Needs Assessment, housing emerged as the biggest issue facing CAPIC clients.

STRATEGY DELIVERY SYSTEM:

HAP Program

PROPOSED ACTIVITIES:

CAPIC will continue operating its Housing Assistance Program locally as well as administer the program in the Department of Transitional Assistance Region 2 (comprised of 26 communities). CAPIC will do this through 5 sub-contractors located throughout the region. The program works with homeless families who have been placed in shelters by the Department of Transitional Housing. Previously the HAP Program had a prevention component. However, due to changes in the HAP contract, as of October 2007, CAPIC is no longer able to provide prevention services. Housing search assistance is provided to homeless families living in shelters. The program is complimented with a 12-month stabilization component. CAPIC will continue to increase services to homeless families by utilizing resources administered from DTA, known as Tool-Box Funds will be used to secure housing as well as maintain monthly housing expenses. CAPIC will also utilize Shelter to Housing (S2H) Funds to move shelter families into housing. These funds serve as a shallow subsidy for ten months. Additionally, CAPIC will utilize United Way Emergency Food and Shelter Rental/Mortgage Assistance funds to assist families in paying for first, last, and or security deposit.

CAPIC will continue to partner with local housing authorities, and other transitional housing programs to develop initiatives around increasing and/or creating affordable housing units. CAPIC is dedicated to working with state and local officials to ensure that residents of Chelsea, Revere, and Winthrop have access to safe, affordable, and permanent housing.

CHILD CARE ISSUE:

In the tri-community area there are 6,476 children under the age of five. This is 6.4% of the total population. The majority of who cannot afford to pay for childcare services. In fact, an overwhelming **99%** of children living in Chelsea are 125% below the poverty level and qualify for subsidies. Given the number of children who are living in poverty in Chelsea, Revere, and Winthrop and the current waiting list for Head Start, it is evident that there is a huge need for additional child care services in the tri-community area. Affordable child care is not available to meet the growing needs of the residents of Chelsea, Revere, and Winthrop. In addition, there are insufficient affordable after school and summer activities for local youth. Without a doubt these services are crucial to the future of these children and in turn the future of the area.

STRATEGY DELIVERY SYSTEM:

Head Start

Child Development Center
Infant& Toddler Program
After School Program
Chelsea City Wide Special Summer Program
Revere Police Activities League

Proposed Activities:

Through the strategy delivery system, CAPIC will offer quality child care programming to low-income families in need of affordable care. Employed parents, or parents enrolled in training will be given priority in the Child Development Center, and the After School Program. The programs cover different times of the day (7:30am to 6pm), school year and summer months, as well as different age groups (infants to pre-teens). CAPIC aims to expand its enrollment in the Child Development Center by 20 additional pre-schoolers to meet the need as evident by the program's wait list. In addition, CAPIC proposes to expand its After School Program. By moving the program to a new, larger site, CAPIC will be able to enroll more children. All programs will be enrolled to licensed capacity, as determined by OCCS regulations.

In addition, the Head Start Program will continue to promote self-sufficiency, parenting skills, healthy living, and long-term family values in a safe, nurturing, and educational environment. The Head Start Program is a crucial in promoting self-sufficiency, parenting skills and long-term family values in a safe, nurturing and educational environment. The Family Network and the Child Development collaboration classroom promote the same positive environment. Parents can feel confident knowing that their children are growing socially, emotionally, cognitively and physically.

In the past year, CAPIC has worked closely with the Revere Police Activities League (PAL), recently forging a formal partnership with the program. The Revere PAL Program operates out of the gymnasium at the Irene O'Connell Center, owned by CAPIC. The PAL Program was established as an alternative activity for at-risk and low-income youth to resist peer pressure. The primary goal of the PAL Program is to decrease the use/abuse of drugs, the negative consequences of drug abuse, youth violence, and delinquent behaviors with youth. The program is offered at no cost and is designed to establish trusting relationships between law enforcement and youth. PAL incorporates: organized sports, such as basketball and floor hockey, peer leadership, anti-gang, substance abuse, life skills/decision making, and safety/community awareness components. CAPIC refers at-risk, low income youth the program, and will continue to make such referrals. CAPIC will also continue to work with the Revere Police Activities League to increase affordable activities and services for local youth.

HEALTH ISSUE:

Many low-income populations lack resources to promote healthy living, both mentally and physically.

STRATEGY DELIVERY SYSTEM:

Domestic Violence Counseling
Self-Sufficiency Program
Responsible Payee Program
Head Start Child/Family Assessments (physical, mental health, special needs)
Family Network
After School Program
Community Linkages



PROPOSED ACTIVITIES:

Often vulnerable populations, such as low-income people, have so many other immediate problems and crises to tackle that emotional and physical well being are ignored. CAPIC will continue to promote self-sufficiency as a philosophy in the case management methodology, not only in the Self-Sufficiency Program but agency wide.

CAPIC's Domestic Violence Crisis Manager will continue to work closely with victims around court issues, custody issues, and restraining order requests, as well as offer counseling around violence issues. Additional resources will be dedicated to address community perception of the issue, as well as changing attitudes among populations not traditionally seeking police assistance from abuse. This will be done in collaboration with the courts, police and other agencies offering services around domestic violence. It should be noted that CAPIC has increased services for victims of domestic violence. Through a Department of Justice/Office of Violence Against Women grant, CAPIC is now partnering with other local victim service agencies to provide crucial services and involve community-driven initiatives to diverse and traditionally underserved populations, specifically the Asian population, Hispanic population, immigrants, and the elderly. Through this initiative CAPIC has access to two bi-lingual victim advocates (Asian and Hispanic) and translation services, and is able to provide Asian and Hispanic clients with direct services, who due to language barriers would otherwise not be able to be adequately served.

CAPIC will continue to assist Social Security Administration recipients, annually, who are in need of a responsible payee to administer their funds monthly. CAPIC is working with 112 payee clients; 10 of which are homeless. The Responsible Payee Program provides an extremely vulnerable population with a sense of financial stability by providing support services, budget counseling, and monthly check disbursement. CAPIC continues to increase the scope of services within this program. Program participants are required to provide a greater level of detail on monthly expenses and bills and in turn CAPIC makes every effort to pay, on the payees' behalf, all large monthly bills, such as rent and utilities. Also, CAPIC has assisted payees in maintaining sobriety and creating savings accounts. It should be noted that 85% of payees have savings accounts. This service delivery method has increased financial stability as well as given program recipients an opportunity to be linked up with other valuable resources, internally and externally, ultimately promoting a healthier lifestyle.

Currently, CAPIC is an active member of the Department of Public Health's Harbor Community Health Alliance Committee, which meets quarterly. In addition, CAPIC discusses local health issues monthly at the Planning and Development Committee meetings, particularly those issues affecting low-income individuals and the access to health care. In order to meet the demand of needed mental health services, CAPIC will continue to foster its strong relationship with North Suffolk Mental Health located in Chelsea and will continue to have a formal partnership with the NSMH Strengthening Families program, offering mental health counseling.

CAPIC will continue to offer services to families with children ages birth to four years old through its Family Network Program. The program is a partnership of families, agencies and volunteers working to support families and healthy living through an array of activities. By moving the program to a more centralized and larger location more families have benefited and the agency has been able to increase programming activities with the use of dedicated classroom space. In 2007 the Family Network provided a total of 315 families with direct services and/or group activities. Direct services included: parenting education workshops, parent support groups, adult education activities, parent-child playgroups, social events, literacy activities

(lending library and Raising A Reader Program) home/family visiting services, referrals, and consultations for families. Also, a total of 73 parents participated in leadership and advocacy activities and 18 parents served on the Family Network Council.

CAPIC's Head Start Program, Child Development Center and After School Program monitor children's nutrition. Head Start has an extensive evaluation process, targeting mental health and nutrition issues early. Comprehensive health and nutritional programming is provided to meet the individual needs of children, and their parents. A registered nurse and dietician are employed to deliver a host of services that include; health and nutrition screenings (vision, hearing, dental, blood pressure, height and weight assessment of medical and nutritional needs) and information and referral. Children participate in a USDA sponsored nutrition program that provides three healthy meals per day for full day children and two meals are provided to children enrolled in half day classes.

Additionally, the issue of childhood obesity has become a growing concern for the Head Start Program. The number of children being identified by Head Start Staff as being obese or at-risk for developing weight related health problems is on the rise. The dietician calculates weight related factors using the BMI (Body Mass Index). It should be noted that in FY'06 48% of children enrolled in the Head Start Program were over weight or at-risk of being overweight. In FY'08 it was reported that 28% of children enrolled were over weight or at-risk. This is a notable decrease. The extensive consultation and education services being provided for parents, appears to be having a positive impact on the health of these children. Furthermore, of the twenty consultations provided by the Program's nutritionist, seven children (35%) improved their weight status, and of the seventeen children reported as "at nutritional risk" and whose parents attended health and nutrition training, a total of four (24%) improved. Staff is aware that parent education is the key to begin to tackle this very sensitive issue. The Head Start Program has been working closely with the local health advisory council to identify ways to begin to address this problem. Specifically, the Program will be working with Massachusetts General Hospital to develop a local task force that will focus on nutrition and childhood obesity and the issues associated with this growing problem.

Head Start also has an extensive mental health delivery system in place to provide integrated services to children experiencing trauma, grief, anger management issues etc. In 2007, there were 63 children in need of mental health services and 48 children who received mental health services.

CAPIC will continue to provide these comprehensive health services to low-income families, in particular children, and will continue to work to enhance these services to best meet the needs of local families. CAPIC will also continue its relationship with Revere CARES, a substance abuse prevention coalition working to improve the quality of life for teens and young people in Revere.

EDUCATION & TRAINING:

In the FY'08 Community Needs Assessment that was conducted by CAPIC, 36% of respondents indicated that they would like to attend college and receive job training. CAPIC is aware that a vast majority of its client base lack formal education and the skills necessary to obtain and maintain employment. Many clients also face language barriers and child care issues. CAPIC firmly believes that accessible community based services are crucial elements in overcoming the aforementioned barriers.

STRATEGY DELIVERY SYSTEM:

Head Start
Child Development Center
After School Program
Family Network

Jobs for Life Program
Free Tax Preparation Program

PROPOSED ACTIVITIES:

CAPIC will continue to provide child care for employed parents or parents enrolled in training through these programs:

- Child Development Center
- After School Program
- Head Start

CAPIC will also provide On the Job Training for Head Start parents, promoting job ready skills and positive work ethic. CAPIC will place DTA Community Service Workers in various programs, also promoting skills and work ethic. In order to promote employment among young people, CAPIC will hire local youth for summer employment. Youth will work in CAPIC's Summer Camp Program and in other administrative positions. The vast majority of CAPIC employees are local residents. CAPIC will remain committed to hiring local residents within each program in a variety of capacities.

In addition, the Family Network will offer GED/ESL classes to parents, improving job skills. The Family Network will also provide other adult education activities, literacy activities, and leadership and advocacy activities and training. These activities/trainings are designed to help parents achieve academic goals and develop specific job skills. Adult Education services include computer training. It is important to note that the Family Network will give out two scholarships. These activities are provided in both English and Spanish.

CAPIC will also provide basic financial literacy knowledge, money management skills, and extensive budgetary and financial training for clients through the Free Tax Preparation Program. Trainings will be offered to clients who participate in this program. CAPIC will increase clients economic stability and basic employment job skills through these services. The delivery of financial literacy education through this Program will remove a major barrier to financial stability and daily fiscal struggles for clients.

EMPLOYMENT:

CAPIC serves a diverse and multi-cultural population. As previously mentioned, the vast majority of CAPIC clients are low-income and in need of various financial and support services. In the FY'08 Community Needs Assessment 52% of respondents indicated that their annual income is between \$1,000 and \$20,000. An overwhelming 67% indicated that their annual income is between \$1,000 and \$30,000. Many of these clients are unemployed or underemployed and lack the skills and resources necessary to obtain and maintain long-term employment. It is through gainful employment that low-income individuals and families will have the opportunity to improve their own financial situation and work towards economic independence and self-reliance.



STRATEGY DELIVERY SYSTEM:

Jobs for Life
Head Start
After School Program
Family Network
Scholarships
Free Tax Preparation Program

PROPOSED ACTIVITIES:

CAPIC will continue to provide child care for employed parents or parents who are enrolled in training through the following programs:

- Child Development Center
- After School Program
- Head Start

This will allow parents to maintain employment and or seek employment and training to gain employment.

CAPIC will also provide on the job training for Head Start parents, promoting job ready skills and a positive work ethic. CAPIC will continue to place DTA Community Service Workers in various programs, once again promoting job skills and a strong work ethic. In order to promote employment among young people, CAPIC will continue to hire local youth for summer employment. Youth will be placed in CAPIC's Summer Camp Program and will work as camp counselors. CAPIC will also place youth in administrative positions.

In addition, the Family Network will offer GED/ESL classes to parents, improving job skills. The Family Network will also provide other adult education activities, literacy activities, and leadership and advocacy activities and training. These activities/trainings are designed to help parents achieve academic goals and develop specific job skills. Adult Education services include computer training.

CAPIC is also a partner in the Jobs for Life Program. This Program is comprised of three organizations: The Lewis H. Latimer Society, Inc., CAPIC, and LARE Training Center. The Program strives to create employment opportunity for local youth who are either attending school or who are out of school. Jobs for Life works closely with local businesses and organizations and works to eliminate barriers that often times prevent low-income youth from acquiring gainful employment. CAPIC refers youth to the program for summer employment placement, as well as employs youth who are in the program in various positions within the Agency. You also receive career exploration and assessment services, tutoring, resume preparation, and life skills. Over the next three years CAPIC will continue to be an active partner of the Jobs for Life Program and will work to provide local youth with new employment opportunities within their own community, as well as the skills and knowledge to obtain and maintain employment.

CAPIC's Free Tax Preparation Program will provide clients with asset building and money management skills, as well as with financial literacy training and education which will assist clients in achieving economic stability and in escaping unemployment.

BASIC NEEDS (FOOD, HEAT, ETC.)

CAPIC continues to see an increase in daily requests for assistance with food, basic necessities, and home heating costs. Limited income prevents clients from meeting basic needs, such food and heat costs and after paying rent/mortgage and monthly bills, many clients are left with the unthinkable task of having to determine what if anything can be spent on food and/or basic necessities. In the FY'08 Community Needs Assessment, 32% of respondents stated that they have had to borrow money for food, and 42% can not afford to have three meals a day. Furthermore, 70% of clients responded that they do not have money to cover heating costs.



STRATEGY DELIVERY SYSTEM:

Fuel Assistance (LIHEAP)
Weatherization/Energy Services
Critical Vouchers
Clothing

Proposed Activities:

CAPIC will administer its Fuel Assistance Program (LIHEAP) to close to 3,000 local households annually, paying heating expenses for low-income families and individuals. CAPIC will directly link these low-income households to Weatherization and Energy services to increase effectiveness of future LIHEAP dollars as well as client income spent on heating and cooling expenses. CAPIC will also continue to utilize United Way Emergency Food and Shelter Program Utility Assistance Funds to assist clients with utility bill payments to avoid termination of service.

CAPIC will offer food vouchers to families and individuals in crisis. This will be accomplished with FEMA and Project Bread funds. CAPIC will also continue to partner with Stop and Shop to distribute food vouchers and turkeys during the Thanksgiving holiday and will work to secure funds to once again distribute food vouchers and toys during the holiday season. As always, the need exceeds available resources, therefore CAPIC will seek additional funding from private and local foundations. However, CAPIC's Management Team and Planning Committee are closely looking at developing term solutions to chronic issues resulting in repeat calls for service around assistance for food and basic necessities. CAPIC is providing strong case management to many clients and working with them on budgeting and healthy living.

CAPIC will continue to partner with Anton's Cleaners and the Salvation Army in the Coats for Kids Program, distributing winter coats to families in need. During the past winter, CAPIC distributed a total of 1,800 coats to low-income individuals and families living in Chelsea, Revere, and Winthrop. The agency will also distribute regularly donated clothing and household items to clients in need.



6. Evaluation of CSBG National Indicators, Goals and Outcome Measures:

's common goal among all programs is to promote self-sufficiency. The following depicts 's specific chosen CSBG National Indicators, National Goals and Outcome Measures for each

Goal 1:

Low-income people become more self-sufficient

PROGRAM	NATIONAL INDICATOR
Self-Sufficiency	1.2A
DTA Community Service	1.1A
Head Start OJT	1.2A
Summer OJT	1.1A
HAP	1.2H
Stabilization	1.2H
Child Development Center	1.2E
After School Program	1.2D
Utility Partnership	1.3(3)
Responsible Payee Program	1.3
Tax Free Preparation Program	1.3A

Goal 2:

The condition in which low-income people live are improved

PROGRAM	NATIONAL INDICATOR
Weatherization	2.1C
HEARTWAP	2.1C
Scholarships	2.1H
Transportation	2.1G

Goal 3:

Low-income people own a stake in their community

PROGRAM	NATIONAL INDICATOR
Community Engagement	3.2A

Goal 4:

Partnerships among supporters and providers of services to low-income people are achieved

PROGRAM	NATIONAL INDICATOR
Management HAP Region 2	4.1
Coats for Kids	4.1
PUBLIC SAFETY	4.1
AFFILIATIONS	4.1

Goal 6:

Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems

PROGRAM	NATIONAL INDICATOR
Housing Search for Elders	6.1a
Head Start Employment & Training	6.3c1
Family Network	6.3c1
Head Start Health Services	6.3(1)
Crisis Intervention	6.2E
Critical Service Vouchers	6.2A
Clothing Distribution	6.2I
LIHEAP*	6.2B
Head Start	6.3(3)
CPC	6.3
Summer Camp	6.3B (3)

****LIHEAP outcome measures A11 & B6***

EVALUATION:

The Client Tracking System allows CAPIC to understand the impact of certain services and the chosen National Goal and Outcome Measures. Based on the information gathered programs and the agency as a whole make decisions on service delivery, whether to shift the focus of the program, improve practices, outreach, etc. CAPIC will plan to incorporate the National Indicators into the system to capture results under this new frame work.

All program information is fed into the central database, allowing for individual program reports as well as agency-wide reports. Both to be used as an evaluation tool as well as analyze patterns of poverty.



7. Community Linkages:

For the past forty years CAPIC has been committed to providing comprehensive support services and resources to low-income individuals and families who are in need to improve their quality of life. CAPIC determined that the delivery of such comprehensive services to a vulnerable and often underserved population would help to remove barriers to self-sufficiency within the community. Certainly one agency can not be all things to all people. It is imperative that CAPIC excel at what it does, all the while trying to expand and improve services.

CAPIC works to accomplish this goal by collaborating with other community organizations, human service providers, local government, law enforcement, schools, and local businesses to meet the vast and ever changing needs of each and every client and in turn collectively address poverty in the communities that we serve. It is without a doubt that community partners and linkages are the cornerstone to community action succeeding.

Therefore, CAPIC has spent much time over the years fostering and strengthening relationships in the communities we serve to ensure that we are meeting the mission of the agency. CAPIC continues to work towards fostering new partnerships with local service providers to make more resources available to those in need.

Below is an extensive listing of CAPIC's linkages broken down by specific service category.

Educational:

CAPIC is committed to education, early childhood through post secondary education, as a means of achieving and maintaining self—sufficiency. CAPIC offers comprehensive early childhood programming, after school classroom activities, and ESL & GED for parents through its programming. The following linkages help us to offer comprehensive educational opportunities for our clients.

Bunker Hill Community College
175 Hawthorne Street
Chelsea, MA 02150
Contact: Toni Borges
617-228-2100

Boston Children Services Home for Little Wanderers
271 Huntington Ave.
Boston, MA 02115
Contact: Janet Rome
Centro Latino de Chelsea

City of Chelsea Health & Human Services
500 Broadway, Room 100B
Chelsea, MA 02150
Contact: Luis Prada
617-466-4080

Chelsea School Department
500 Broadway
Chelsea, MA
Contact: Doug Sears

Int

267 Broadway
Chelsea, MA 02150
Contact: Juan Vega
617-884-3238

365 Broadway
Chelsea, MA 02150
Contact: Barbara Krol-Sinclair

Revere School Department
101 School Street
Revere, MA 02151

East Boston Harborside Community Ctr.
312 Border St.
E. Boston, MA 02128
Contact: Patricia MacQueen, L. Zona
617-635-5114

Employment Resources Inc.
432 Columbia St.
Cambridge, MA 02141
Contact: Gene Ferraro
617-494-1154

Faith Based Partnerships:

CAPIC sees the need to nurture individual's spiritual growth, especially during times of crisis, a situation many individuals we work with face each day. The connections with faith-based organizations allow us to make appropriate referrals as well as utilize their resources.

First Baptist Church
Revere, MA
781-853-0548

Las Hermanas
St. Rose Church
Chelsea, MA 02150

Cambodian Temple
Thornton St.
Revere, MA 02151

St. Luke's Episcopal Church
201 Washington Street
Chelsea, MA 02150

Family Issues/Safety:

CAPIC implements Public Safety initiative to address the need to alleviate fear among residents, many feeling threatened in their homes and neighborhoods. To ensure that this continues CAPIC works closely with the following agencies to address problems that may cause or arise from violence and other social ills.

Asian Women's Task Force
P.O. Box 1201108
Boston, MA 02112-0108
Contact: Lucille Persing
617-338-2352

Chelsea Police Dept.
180 Crescent Ave.
Chelsea, MA 02150
Contact: Rosie Medina
617-889-1523

Boston Area Rape Crisis Center (BARCC)
99 Bishop Allen Drive
Cambridge, MA 02139
Contact: Stephanie DeCandia
617-492-8306

Department of Social Services
45 Spruce Street
Chelsea, MA 02150
Contact: Karla Iovanna
617-660-3400

Chelsea District Court
Chelsea, MA 02150
Contact: Vito Aliua

Revere Police Dept.
400 Revere Beach Parkway
Revere, MA 02151
Contact: Chief Terence Reardon
781-286-8325

Suffolk County District Attorney's Office
1 Bulfinch Place, Suite 300
Boston, MA 02114
Contact: Tanya Brussa-Pagan
617-619-4131

Portal to Hope
P.O. Box 5075
Salisbury, MA 01952
Contact: Deborah Fallon
781-306-6678

617-887-3513
Wakefield Police Department
1 Union Street
Wakefield, MA 01880-2026
Contact: Lt. Wallace
781-246-6321

Winthrop Police Department
3 Metcalf Square
Winthrop, MA 02152
Contact: Chief David Goldstein
617-846-1742

Mental Health

Almost all of CAPIC's programs have an extensive case management approach. However, there are times when expertise in a specific area is needed to effectively move a family or individual toward self-sufficiency. When mental health issues, substance abuse problems and other behaviors prevent a family or individual from achieving self-reliance CAPIC looks internally to address the need as well as to the experts within the community. They are listed below.

Alcohol Substance Abuse Program (ASAP)
100 Everett Ave.
Chelsea, MA 02150
Contact: Amy Harris
617-884-6829

Chelsea, Revere, Winthrop Home Care Corp.
100 Everett Avenue, Unit 10
Chelsea, MA 02150
Contact: Jim Cunningham
617-884-2500

Family to Family Project
Somerville, MA
Contact: Anne Marie Healy
617-625-3443

Harbor Area Childhood Services
530 Border St.
E. Boston, MA 02128
Contact: Rachel Cracknell
617-569-6560

Harbor Community Health Alliance
Contact: Amy Helburn
617-423-4337

HRI Counseling Center
6 Pleasant St.
Malden, MA 02148
Contact: Katie-Blair St. John
617-322-1503

Noddles Island Multi-Service Agency
14 Porter St.
E. Boston, MA 02128
Contact: Caroll Bell
617-569-7310

Revere Cares
300 Ocean Ave, 5th Floor
Revere, MA 02151
Contact: Kitty Bowman

Strengthening Families
14 Porter Street
East Boston, MA 02128
Contact: Carmen Sasso
617-569-7890

Child Care:

A consistent need over the years among low-income, working poor families has been childcare. CAPIC provides comprehensive services in our Child Development Center, After School Program, Summer Camp, while expanding pre-school and infant/toddler classrooms to meet the demand. However, when we can not meet the growing need among our clients we work with the following programs to access child care for those who need it.

Associated Family Day Care
80 Everett Ave., Suite 215
Chelsea, MA 02150
617-889-4884

Chelsea Public Schools
Contact: David Thomas
617-889-8400

Chelsea Early Childhood Project
Contact: Tracy Lang

East Boston Social Service Ctr.
170 Central Ave.
Chelsea, MA 02150
617-569-3221

Fun Ages Family Day Care
29 Division St.
Chelsea, MA 02150
Contact: Bertha Inostroza, 617-889-4165

Teri's Little Pumpkins

299 Shirley St.
Waltham, MA

Housing:

CAPIC has vast experience and success in placing homeless and at-risk families in safe affordable housing and is the lead agency for HAP DTA Region 2. This extensive case management approach is done in partnership with the following agencies:

Boston Housing Authority
52 Chauncy St.
Boston, MA 02111
Contact: Margaret Sneider/Vince Droser
617-988-4117

Cambridge Multi-Service Center
19 Brookline St.
Cambridge, MA
Contact: Stephanie Acrert

Chelsea Restoration Corporation
154 Pearl St., Office 2
Chelsea, MA 02150
Contact: Helen Zucco
617-889-2277

City of Chelsea Planning & Development
500 Broadway, City Hall, Room # 101
Chelsea, MA 02150
Contact: John DePriest
617-466-4180

Community Services Network

Housing (cont'd):

Chelsea Housing Authority
54 Locke St.
Chelsea, MA 02150
617-884-5617

Chelsea Neighborhood Housing Services.
162 Shawmut St.
Chelsea, MA 02150
Contact: Michael Westgate
617-889-1375

Dept. of Housing & Community Development
100 Cambridge Street
Boston, MA 02114

52 Broadway
Stoneham, MA
Contact: Sheila Herbeck
781-438-1977

Middlesex Human Services
50 Prospect St.
Waltham, MA 02154
Contact: Peter Donovan
781-894-6110

MBHP

569 Columbus Ave.
Boston, MA 02118
Contact: Maura Pensak
617-425-6662

North Shore Dept. Transitional Assistance
35 Congress Street
Salem, MA 01970
Contact: Lisa Griffin
978-825-7373

Contact: Ita Mullarkey
617-573-1216

Homes for Families
14 Beacon Street, Suite 814
Boston, MA 02108
Contact: Libby Hayes
617-227-4188

Housing Families, Inc.
336 Cross Street
Malden, MA 02148
Contact: Molly Hogan-Fowler
781-322-9119, ext. 21

Housing Works
P.O. Box 231104
Boston, MA 02123
Contact: John La Bella
617-504-0577

Lynn Housing Authority
52 Andrea St.
Lynn, MA

Malden Dept. of Transitional Assistance
200 Pleasant Street, 4th Floor
Malden, MA 02148
Contact: Steve Moro/Charles Connor
781-388-7300

Mass Coalition for the Homeless
15 Bubier Street
Lynn, MA 01901
Contact: Kelly Turley

Job Training/Educational:

CAPIC understands the growing need to assist low-income and/or working poor people in being linked up with training and employment agencies to promote their growth and ability to make a good living wage and in turn work toward becoming self-sufficient. Referrals and partnerships with the following agencies allow us to eliminate that gap in our services.

Adult Education Program
265 Broadway
Chelsea, MA 02150
Contact: Barbara Evans
617-889-8432

Career Source
121 Webster Avenue
Chelsea, MA 02150
617-887-1222

Chelsea Health & Human Services
500 Broadway, Room #100B

Jobs for Life
100 Everett Avenue, Unit 15
Chelsea, MA 02150
Contact: Ron Robinson

LARE Training
100 Everett Ave., Unit 8
Chelsea, MA 02150
Contact: Roberta Hunter
617-884-5125

ROCA
101 Park Street
Chelsea, MA 02150
Contact: Molly Baldwin

Massport
Contact: Dorothy Connolly Steele

Chelsea, MA 02150
Contact: Luis Prada
617-466-4080

City of Chelsea Refugee Services
194 Broadway
Chelsea, MA 02150
Contact: Peter Prins

617-889-0745

Other Community Partners:

As an agency, CAPIC continues to look for ways to diversify services and find creative ways to help eliminate poverty. Sometimes unique partnerships are formed that don't fit into our set service categories. The following liaisons have had an interest in working with CAPIC to offer services to the vulnerable population we serve in an effort to improve the quality of their lives.

Chelsea Collaborative
300 Broadway
Chelsea, MA 02150
Contact: Gladys Vega
617-889-6080

Project Bread
145 Border Street
East Boston, MA 02128-1903
Contact: Michael Frank
617-723-5000

Centro Latino de Chelsea
267 Broadway
Chelsea, MA 02150
Contact: Juan Vega
617-884-3238

Revere Police Activities League
400 Revere Beach Parkway
Revere, MA 02151
Contact: Kristopher Oldoni
781-286-3548

Citizens Bank
151 Everett Ave.
Chelsea, MA 02150
Contact: Joseph McMahon
617-884-2660

MGH Arch Program
300 Ocean Avenue, 5th Floor
Revere, MA 02151
Contact: Ming Sun

Citizen's Energy
88 Black Falcon Avenue, Ctr. Ste. 342
Boston, MA 02210
Contact: Claudia Stuart
617-338-6300

The Chelsea Soldier's Home
91 Crest Avenue
Chelsea, MA 02150
Contact: Michael Resca
617-884-5660, ext. 115

Salvation Army
257 Chestnut Street
Chelsea, MA 02150
617-884-0260

Social Security Administration
80 Everett Avenue
Chelsea, MA 02150
Contact: Thomas Stewart
617-887-0501, ext. 200

Boys and Girls Club
30 Willow Street
Chelsea, MA 02150
Contact: Josh Kraft

It should be noted that CAPIC is an active member of various local and regional groups, as well as statewide associations, such as: Massachusetts Association for Community Action (MassCAP), the Harbor Community Health Alliance (HCHA), the Jobs for Life Program (founding member), the Revere CARES Substance Abuse Coalition, MASSFHAN, the Revere DTA Advisory Board, Chelsea Domestic Violence Task Force, Chelsea District Court Round Table, and the D.S.S. Promising Approaches Advisory Board. Local and national businesses that have worked with CAPIC to promote programming include: Salem 5 Bank, Anton Cleaner's/Coats for Kids Program, McDonald's, Target, Kayem, General Mills, Stop & Shop, IBM, and others. CAPIC strives to partner with non-traditional partners within the community to creatively approach designated priority areas. For example, CAPIC participates in Kiwanis, Rotary, and other civic groups.



8. Funding Strategy

CAPIC has been very successful in leveraging funds to greatly increase revenue to date and diversify funding. This was accomplished by utilizing Community Services Block Grant (CSBG) dollars to leverage private and public resources. CSBG provides both direct and indirect funding to multiple service delivery systems within CAPIC. Although a small portion of CAPIC's overall budget, CSBG is the core funding which enables the agency to support administrative costs associated with managing numerous programs, while supporting efforts to explore new funding opportunities to grow and improve delivery of services.

CAPIC utilizes CSBG funding to supplement its Day Care and Child Development Programs; Head Start Program; parent and staff development; energy conservation programs; housing advocacy in HAP; Fuel Assistance; Self-Sufficiency counseling; Domestic Violence advocacy; Public Safety initiatives; Summer Camp and the Responsible Payee Program.

CURRENT Fiscal Overview:

Below is a fiscal overview, showing tremendous growth since submission of the last Community Action Plan. **Final FY'08 fiscal figures were not available at the time of the preparation of the FY'09 Community Action Plan.*

Major Fund Sources

	FY '05	FY '06	FY '07
Dept. of Housing & Comm.Devpt.	\$3,134,686	4,051,948	3,052,921
Dept. of Health & Human Services	2,061,258	2,117,693	2,047,116
Department of Social Services	1,333,434	1,596,021	2,537
Department of Education	837,051	936,030	2,781,277
Dept. of Transitional Assistance	1,884,714	1,924,034	1,758,156
Fees & Private	605,371	743,589	828,058

Use of Funds

	FY '05	FY '06	FY '07
Energy Services	\$3,013,981	3,945,308	3,116,264
Head Start	2,946,707	3,021,348	3,171,367
Day Care	1,403,046	1,677,568	1,828,678
Housing	1,995,562	2,069,479	1,867,338
Other	110,390	143,070	236,032
Community Services Block Grant	337,721	380,429	184,757
Unrestricted	18,379	23,281	24,899

Revenue to Date

1967	250,000
1972	700,000
1974	950,000
1976	1,275,000

1978	1,650,000
1982	2,750,000
1983	3,800,000
1987	3,800,000
1988	3,800,000
1989	4,175,000
1990	3,975,000
1991	3,850,000
1992	3,850,000
1993	3,650,000
1994	4,250,000
1995	4,300,000
1996	4,302,831
1997	4,738,283
1998	4,863,645
1999	5,332,771
2000	6,382,418
2001	7,878,472
2002	7,620,571
2003	8,601,683
2004	8,903,697
2005	9,856,514
2006	11,369,315
2007	10,470,065

FUTURE Funding Goals:

CAPIC plans to continue to seek increased, diverse revenue streams over the next three years, coordinating private and public resources to fully integrate funding and support agency-wide efforts to meet the vision and mission of the agency. CAPIC will continue to coordinate CSBG funds with federal and state monies including resources from Department of Transitional Assistance, Department of Health and Human Services, Department of Social Services, Department of Early Education and Care; Administration for Children and Families; Family Network; Department of Justice; City of Revere; City of Chelsea; community partnerships; local business and private foundations.

CAPIC plans to raise unrestricted funds for the purpose of general agency operations. This will be done, in part, by expanding the scope and service delivery capacity of CAPIC's Responsible Payee Program in collaboration with the Social Security Administration.

CAPIC has been successful in recent history in purchasing properties to house the Head Start Program. CAPIC will continue to look into real estate for the purpose of streamlining expenses, sharing resources, and eliminating rental obligations. CAPIC recognizes the benefits of a strong infrastructure and the long term impact it has on positive programming and planning.

The unique relationship with the Revere Police Department and the City of Revere allows the agency to increase revenue in a non-traditional approach. CAPIC will continue to prepare the public safety and law enforcement applications for the City of Revere and the Revere Police Department; allowing CAPIC to directly address the problem of crime by offering social services in partnership with police work. CAPIC is reimbursed by police grants for providing services

such as: day care, summer camp, karate, and domestic violence counseling to families and youth. CAPIC's partnership with the Revere Police Department has lead to CAPIC working with the Revere School Department on Title V Local Delinquency Prevention and Secure Our Schools grant initiatives. In fact, CAPIC served as the project manager for the Title V Program, and was reimbursed through the grant for this duty. In addition, CAPIC is working closely with other local government officials and agencies to develop partnerships that will enhance public safety initiatives within their communities. The goal of this endeavor is two-fold; to increase services for those in need and to generate additional revenue for the agency.

Additionally, CAPIC is dedicated to building solid working relationships with bank and lending institutions to increase revenue in a non-traditional manner. Specifically, CAPIC is looking to work with both the Metropolitan Credit Union and Eastern Bank on developing an Individual Development Account (IDA) Program for clients.

CAPIC aims to enhance the efficiency of CSBG funding, the current ratio of CSBG funds to overall funding is 1:36. During the next three years of the Strategic Plan, the agency is committed to maintaining this ratio, leveraging \$36 dollars for every CSBG dollar received, a considerable effort considering the recent budget restraints facing both the Commonwealth and community action agencies.

APPROACH:

Funds are best utilized in an agency-wide formula allocation. The Simple Cost allocation method will determine the cost of each initiative identified in the Strategic Plan and implemented in the agency's annual workplan. Allocations will be reflected in program budgets as well as the agency-wide budget.

The Executive Director will be responsible to oversee the administration of all programs and funds, under the direction of the Board of Directors. The Fiscal Manager will ensure fiscal integrity of all funds received and utilized. The Human Resources Manager will maintain CAPIC's Client Tracking System and coordinate employee benefits. The Agency Planner will work closely with the Deputy Director, Program Directors, and staff to ensure appropriate implementation of Strategic Plan, annual workplans, as well as National Indicators, Goals and Outcome Measures. These positions are funded, in part, by CSBG dollars and are essential in the administration of long term systems needed in comprehensive service delivery.



9. Vision:

on of Community Action Programs Inter-City, Inc. is to continue to promote the philosophy of self-sufficiency throughout the agency's programs and in the communities we serve. CAPIC will work to develop increased opportunities and stronger supportive services to aid the residents of Chelsea, Revere and Winthrop and beyond to realize self-sufficiency.

CAPIC's vision by 2011 includes:

- Creating economic development services, resources, and opportunities for low-income residents of Chelsea, Revere, and Winthrop
- Increasing awareness around issues of hunger and nutrition through advocacy, outreach and coordination
- Expanding and offering increased services to meet the growing housing crisis
- Expand upon agency's current involvement in employment and training, to increase services to communities served and to increase employability of clients
- Expand the agency's current involvement in public safety initiatives, to include both increased services as well as communities served

CAPIC will continue to determine the type of services delivered to low-income residents, as well as gauge the quality in which services are delivered, to meet the needs of a constantly changing climate and culture.